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1. INTRODUCTION

In 2008 Employment Service of Slovenia successfully applied to the call by the European Commission within modernisation of public employment services and obtained financial support for the renovation of electronic service web portal with the emphasis on electronic services for job seekers.

In January 2009 project Single Information Place for Job Seekers was started, aimed at maintaining the closest possible contact with unemployed people and at supporting also other job seekers by providing help in getting a job on the basis of the labour market needs. We also wanted to promote access to and use of published job vacancies, job seekers’ CVs and other information, relevant for seeking for a job. At the same time we wanted to support the mobility of job seekers by linking registers of job seekers and job vacancies in the EU and elsewhere. In addition to this, up-to-date approaches and information system architectures were introduced and applied.

The process of creating a single information place for job seekers:

- in the first stage, by the end of 2009, two new services for job seekers had been developed and introduced. The first service allows the job seeker to be entered in the register of unemployed persons in an electronic way, while the second refers to electronic request for exercising the right to unemployment benefit. ICT infrastructure for a comprehensive renovation of the web portal is being developed in that stage as well.

- in the second stage, by the end of 2010, we had developed services which will be merged by modules – job search module, job seeker’s personal folder module, monitoring of job seeker module and module of job seeker’s electronic documents. In this stage also the services of data exchange with interested institutions in HR-XML were created.
The Project contributed also to the renovation of the Employment Service of Slovenia web site with the emphasis on the accessibility of published contents for persons with disability, particularly visually impaired persons. The renovation of the web portal itself covered also the plan and creative design of electronic services for employers. The Project was officially completed in December 2010. However, the activities, aimed at the achievement of existing and future objectives will continue to the end of 2013.
2. PROJECT AND ENVIRONMENT

2.1 PROJECT CHARACTERISTICS

Introduction of basic Project characteristics

Name of the Project: SIS-JS

Single Information Space for Job Seekers

Duration: 24 months

Starting date: 01.01.2009

Completion date: 31.12.2010

Location: Ljubljana, Maribor

Complexity of the Project

- Costs: EUR 465,000 (Project)
  EUR 100,000 (Inurred by other participants)

- participants: 15 people (Project team and departments)

- subcontractors: 6 companies

Internal Contracting:

Employment Service of Slovenia

External Contracting:

European Commission

External co-Contracting:

Ministry of Labour, Family and Social Affairs

Stakeholders

- external:
  European Commission
  Ministry of Labour, Family and Social Affairs
  Public Employment Service, the Netherlands
  Public Employment Agency, Bulgaria
  contractors
  job seekers and employers

- internal:
  Management of the Employment Service
  Department of Employment
  IT Department
  Other competent departments
The project was implemented within the strategy of e-operation of the Employment Service of Slovenia and project programme »ESS Electronic Services” January 2009 – December 2013.

2.2 DESCRIPTION OF THE PROJECT

By adoption of the “Strategic Plan of the development of information system and IT department at the Employment Service of Slovenia for the period from 2009 to 2013” the document presents products of all five procedures, defined in the Adapted methodology for strategic planning of information technology for medium-sized companies.

In May 2008 the Employment Service of Slovenia (hereinafter referred to as ESS) adopted „Medium-term strategic guidelines for the development and management of e-Service services for the period from 2008 to 2013” (hereinafter referred to as SEZ 2013), defining the objectives and framework for further achievement of ESS e-service activities which have been set and development of new ones, with the emphasis placed on user satisfaction, addition of new forms of ESS operation and use of up-to-date information and communication technology.

Together with the related procedures, tools and methodologies Action Plan for e-Service services up to 2013 (hereinafter referred also as AN-2008/2013) is the most important mechanism for regulated implementation of SEZ 2013 strategy. The document presents the action plan of implementing the introduction and operation of e-Service services for the period from 2009 to 2013 within the modernisation of the Employment Service of Slovenia.

The project successfully applied to the European Commission call PROGRESS (VS/2008/0616) and among others, it follows the guidelines of information society i2010

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for the creation of single European information space. From the architectural point of view it follows the objectives and priorities of service-oriented architecture.

2.3 SUMMARY OF THE BASIC PROJECT OBJECTIVES

Dedicated (business) objective

To increase the accessibility and efficiency of the process of the employability of job seekers and unemployed persons, which also contributes to increased efficiency of the Employment Service of Slovenia clerks.

Object objectives

In general, objectives of the project are to achieve the objectives of SEZ and AN e-Service. Specific objectives of the project are as follows:

[1] develop a service bus (a set of web and process services) for human resource management
   ▪ adopt and prepare HR-XML standard for the demand for work, CVs and information about unemployed persons in PES records,
   ▪ prepare and transform existing data on human resources in accordance with standards (HR-XML), implementation of web services for the transmission of data in accordance with the standard (HR-XML)
   ▪ implementation of the solution in the EU area

[2] set up a web portal for e-cooperation between an identified job seeker and ESS
   ▪ identification and authentication of the job seeker
   ▪ development of web services for cooperation with the background system
   ▪ development of adviser’s module for e-cooperation with the job seeker
   ▪ portal web applications
      ▪ job search (SLO, EU – link to Eures)
      ▪ e-registration of an unemployed person and e-request for unemployment benefit
      ▪ e-portfolio of the job seeker
      ▪ e-documents of the job seeker (ZN, contracts, applications, requests, agreements,...)
on-line conversation between the job seeker and ESS

adapt the web site to persons with disability
  upgrade the content with new visual elements

2.4 PRESENTATION OF THE ORGANISATION

ESS is an independent legal entity with the status of a public institute, operating in the territory of the Republic of Slovenia. It was established pursuant to the Employment and Insurance Against Unemployment Act Article 61. Under the Statute, registered office of the ESS is at Ljubljana, Rožna dolina, Cesta IX/6. In the organisational or functional sense there is the registered office with the management and central services, regional services with labour offices, located in all administrative units, which means that the whole territory is covered by the network.

ESS essential objectives (ESS, www.ess.gov.si) are as follows:

- decrease unemployment and increase employment;
- enable successful career development of individuals;
- ensure social security to beneficiaries;
- ensure the same level of the quality of services throughout Slovenia.

Users of ESS services are unemployed persons, employers, scholarship holders and applicants for students loans - persons who need professional help in getting a job and occupational orientation, professional institutions and those who implement employment programmes, social partners and general public. Within the Ministry of Labour, Family and Social Affairs Employment Service of Slovenia is obliged to take care about the development and functionality of four e-services, defined in government action plan.
Project structures in the organisation

The organisation managed two portfolios of projects, controlling several project programmes and projects.

1. The portfolio of programmes and projects of modernisation and development
   It includes programmes and projects, dealing with the renovation and optimisation of work processes in permanent organisation and RD programmes and projects for information support of the organisation work processes and services.

2. The portfolio of the projects of interinstitutional and international cooperation
   It includes projects, dealing with the cooperation of the organisation in Slovenia and internationally in the field of employment and other activities of the organisation.

The first portfolio of projects has been divided to two portfolios.

1. The portfolio of projects of modernisation and reorganisation of business processes
   It includes projects, dealing with renovation, optimisation and reorganisation of core business processes.

2. The portfolio of projects of introducing advanced solutions (RD projects).
   It includes RD programmes and projects for information support of the organisation work processes and services with the most up-to-date ICT technologies and external implementation.

The project concerned belongs to the portfolio of programmes and projects of modernisation and development and it is a part of the project programme ESS e-Services. The project was implementing e-Administration strategy and together with the project programme it was establishing the strategy of ESS e-operation (later e-Service).
3. START-UP and IMPLEMENTATION OF THE PROJECT

3.1 INTRODUCTION

Adoption of E-Service strategy for the period from 2009 to 2012 (hereinafter referred to as SEZ) by the ESS, was followed by the key stage of computerisation of ESS services, aiming at the development of ESS e-Services. Establishment and start-up of the project were laid down in the Action plan.

On the basis of the Action plan and successful application to the call by the European Commission within modernisation of public employment services in 2008, ESS set up “Single information place for job seekers” project. The project of the renovation of electronic service web portal with the emphasis on electronic services for job seekers was financially supported by the European Commission within programme Progress.

3.2 START-UP DOCUMENT OF THE PROJECT

Introduction of the electronic service web portal for job seekers depended on the availability and accessibility of the Internet and computer literacy of the target group of users as well as the legislation on the labour market.

The content of the start-up document of the project contained chapters under the Methodology of managing ICT projects in public administration, which was applied in the implementation of ICT project of ESS e-Services programme. Document structure:

1. Presentation of the project
   1.1 Project background
   1.2 Project objectives
1.3 Content and scope of the project
1.4 Limitations
1.5 Assumptions
1.6 Risks

2. Project organisation
2.1 Organisational chart
2.2 Appointments and tasks of holders of roles in the project
2.3 Supervision of the project and reporting

3. Project plan
3.1 Structure of project results
3.2 Description of project results
3.3 Grid of project results
3.4 Schedule
3.5 Plan of resources
3.6 Financial plan
3.7 Quality plan

A key supplement to the document was a new project schedule as services for job seekers were implemented in two stages. During the implementation itself the start-up document was occasionally supplemented mainly due to the identification and management of new project risks, which had not been identified when the document was being prepared.

3.3 PROJECT REQUIREMENTS AND OBJECTIVES

Objective 1

Implementation of the set of services (data exchange) on the basis of interoperability framework in the field of human resource management

For the exchange (transmission) of data ESS would like to apply XR-XML standard for defining the structure of records concerning job vacancies, job seekers and unemployed persons. On the basis of that standard we would like to implement the infrastructure
(on the basis of interoperability framework) for the transmission of data on job vacancies, job seekers and unemployed persons. We would like to take into account the recommendations of international HR-XML organisation for the description (structure) of this data. Computer applications (web services) ensure the conversion of data from internal XML standard to HR-XML standard which will be available to other Public Employment Services in the EU and relevant partners.

The partners in the implementation of solutions, with the purpose of attending the workshop in Slovenia and organisation of study visits abroad and testing the implemented solutions, are CWI Nederland and Employment Agency Bulgaria.

**Objective 2**

**Implementation of web portal for e-cooperation between an identified job seeker and ESS professional clerk**

ESS would like to implement a web portal for e-cooperation between an identified job seeker and ESS professional clerk (adviser). Web portal will be modular and modules will have the following functionalities:

- **Identification and authentication of users** – identification and defining the role of a registered user in the system (job seeker, unemployed person). Registration is possible with a web digital and username and password.

- **Entry in the register of unemployed persons** – identification of a job seeker (on the basis of the registration of the use of the system) as an unemployed person and entry of the user in the register of unemployed persons. In this module interaction of the unemployed person with the employment adviser is ensured. In this module it is possible to fill in web forms for the entry in the register and request for unemployment benefit (more about that in e-document system).

- **Job search** module – with a single user interface and searching algorithm for searching job vacancies. We would also like to implement the aspect of a job seeker at:

  - Current job vacancies according to the job seeker’s education,
  - All current job vacancies (Slovenia, Eures, Partners),
Current job vacancies according to job seeker’s own criteria,
Information from labour market.

- **Personal folder or e-Portfolio** – module showing job seekers' details with sub-modules in the following fields:
  - Personal details,
  - Education,
  - Work experience,
  - Abilities and competences,
  - Hobbies and interests,
  - Audio and video presentations (uploading the files mentioned).

- **E-document** system – system for filing and managing electronic documents (web forms). Support for some documents such as: employment plans, invitations, applications ... and digital signature of the required documents by the user and server. Documents are saved in document system (base) as XML documents with XMLDigSig signature.

Within this point we would like to implement some web services for web portal in order to ensure weak coupling (on the basis of service-oriented architecture) for the integration of web information system with the background information system (provision of data from background IS for display on web IS).

At the same time we would like to implement the aspect of employment adviser on the job seeker web portal with the ability to transmit information to the job seeker.

**Objective 3**

**Adaptation of the ESS website for visually impaired**

ESS would like to implement VCAG standard (W3C recommendations) so that people with disability – mostly visually impaired persons can access web contents. On the basis of this standard we would like to provide the infrastructure (design and development of website), necessary for the implementation of the solution.
3.4 PROJECT TIME, STAGES AND RESOURCES

Time and stages of the project

Life cycle of the presented project consisted of the following stages and several work packages (substages) – **WBS break down of the project** at the first and the second level:

1. Establishment of the project
2. Start-up of the project
3. Implementation of the project
   3.1. Studies and plans of creation
   3.2. Implementation of the prototype of web services Stage 1.
   3.3. Implementation of the portal of web services Stage 1.
   3.4. Implementation of the prototype of web services Stage 2.
   3.5. Implementation of the portal of web services Stage 2.
   3.6. Training of users and production of promotional material
   3.7. Introduction of the information system
4. Conclusion of the project
This table shows the duration – life cycle of the project in the form of Gantt chart and in accordance with WBS.

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Below are the milestones and control points, representing key events on the project:

- **31.03.2009**: Project establishment document was made and approved
- **30.06.2009**: project started up with project documentation
- **30.09.2009**: Stage 1 feasibility studies and implementation plans made
- **30.11.2009**: the implemented prototype of Stage 1 portal approved
- **31.01.2010**: Stage 1 portal handed over
- **30.09.2010**: the implemented prototype of Stage 2 portal approved
- **31.12.2010**: Stage 2 portal handed over
- **31.12.2010**: trained users of the solution and promotional material
- **31.01.2011**: Final report approved

Most milestones comply with the planned milestones, agreed in the project establishment document in the stage of the start-up of the project.
Project resources

**Material resources** were provided in the form of existing resources
- ESS ICT infrastructure,
- licensed software,
- workplaces of the holders of activity,
- workplaces of users

and purchase (depreciation) of resources during the project
- server,
- LCD monitors,
- portable computers,
- telephones.

During the implementation itself plans were supplemented, as the purchase of computer equipment was changed slightly in accordance with needs. During the implementation of solutions the producer technologically changed the technologies and tools used. This change required transition to a new technology in the time when prototypes were being implemented. This resulted in one-month delay of the implementation of the prototype (external contractors). However, it was still within the planned activity (reserve when planning).
This table shows the engagement of resources, internal and external contractors and use of capacities during the time of individual stages (RBS):

**Legend:**

- \( \frac{1}{3} \) – capacity of the project resource;
- \( X \) – occasionally (about 10%);
- \( P \) – estimated value (estimation)

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<th>VP</th>
<th>KP</th>
<th>SA</th>
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</tbody>
</table>

**Legend:**

- **VP** Head of the project
- **KP** Project coordinator
- **SA** System analyst
- **UP** user
- **IKT** ICT worker
- **SI** IT Department
- **SAN** Analytical department
- **SJN** Public procurement department
- **FRS** Accounting and finance department
- **PP** Project office
- **ZI** external contractor
3.5 COSTS AND FINANCE

Management of project costs consisted of planning, organisation, management and monitoring of costs and financial flows.

Costs and benefits

Two types of costs are estimated as follows:

- **costs of development**
  - they are one-off costs incurred when the system is being developed and then they do not incur anymore (wages for developers and other staff, use of computers, training, price of software and hardware and material,...)

- **costs of operation** (costs, incurred during the operation of the system)
  - fixed costs (wages for the employees in system support and maintenance, rents for permanent hardware and software licences,...
  - variable costs (use of computer, lease of lines, CPU, terminals, consumables (paper, labels, media for storing data), variable costs of maintenance, telephone costs,...)

The table below shows the costs incurred by the establishment of the system and estimated costs of system operation in 5 years.

<table>
<thead>
<tr>
<th>costs of building of the system (project EIP-IZ)</th>
<th>ESS employees</th>
<th>210,000 €</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>travel and accommodation costs</td>
<td>17,000 €</td>
</tr>
<tr>
<td></td>
<td>services by external contractors</td>
<td>191,000 €</td>
</tr>
<tr>
<td></td>
<td>administrative costs</td>
<td>16,000 €</td>
</tr>
<tr>
<td></td>
<td>material costs</td>
<td>31,000 €</td>
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<tr>
<td></td>
<td>other ESS resources</td>
<td>100,000 €</td>
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<tr>
<td></td>
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<td>565,000 €</td>
</tr>
</tbody>
</table>

| costs of 5-year operation of the system | maintenance of the system | 170,000 € |
|----------------------------------------|employees (60 p/m) | 180,000 € |
|                                        |material costs | 30,000 € |
|                                        | | 480,000 € |

Total estimated costs amount to EUR 565,000 + EUR 480,000 (estimation) = EUR 1,045,000 (estimation).
The benefit of the introduction and operation of the system is increased profit or decreased costs, decreased administrative obstacles and customer and employee satisfaction. To the highest possible extent benefits are expressible in value (in money). Emphasis on two types of benefits is described as follows:

- **direct benefits**
  - monthly or annual savings (cost per employee, material costs...),
  - decreased number of errors in data processing...

- **indirect costs**
  - decreased administrative obstacles,
  - happy customers, and
  - employee satisfaction.

All benefits of the system are created during the operation of the system.

Financing of the project

Financing of the project and money flow took place in accordance with the contract, concluded by the Employment Service of Slovenia and European Commission and in accordance with the contract, concluded by the Employment Service of Slovenia and Ministry of Labour, Family and Social Affairs. The table below shows the financial flow for building of the system.

<table>
<thead>
<tr>
<th>Planned inflow of funds</th>
<th>EC</th>
<th>MLFSA</th>
<th>ESS</th>
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<tbody>
<tr>
<td>January 2009</td>
<td>181,000 €</td>
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<td>October 2009</td>
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<td>25,000 €</td>
<td>45,000 €</td>
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<tr>
<td>October 2010</td>
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<td>15,000 €</td>
<td>45,000 €</td>
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<tr>
<td>March 2011</td>
<td>176,000 €</td>
<td>14,000 €</td>
<td>64,000 €</td>
</tr>
<tr>
<td></td>
<td>357,000 €</td>
<td>54,000 €</td>
<td>154,000 €</td>
</tr>
</tbody>
</table>
3.6 PROJECT ORGANISATION

The organisation managed two portfolios of projects, controlling several project programmes and projects. The figure below shows the scheme of the project in parent organisation in connection with project portfolio and programme.

Legend:
- CPDS  Centre for project activities and services at the Employment Service of Slovenia

SIS-JS Project (Single information place for job seekers) is a project of e-Service programme. The programme is implemented within modernisation of the Employment Service of Slovenia.
The figure below shows the organisation chart, showing the project in connection with external contracting authority and interested parties.

Legend:
- MLFSA: Ministry of Labour, Family and Social Affairs
- CWI: Dutch public employment service
- NEA: Bulgarian public employment service

The figure below shows organisational structure of the project on the basis of the Methodology of managing ICT projects in public administration and the methodology of managing projects at the Employment Service of Slovenia.
Maintaining project organisation required a lot of efforts by the Head of the project as we are aware that only good organisation can result in efficient project work and cooperation with competent services. Project organisation was managed by regular monthly meetings and on the basis of the support of the project approach, provided by internal contracting authority within project programme.

The table – matrix below shows relationships among competences and responsibilities in the life cycle of the project.

<table>
<thead>
<tr>
<th></th>
<th>Contracting authority</th>
<th>Steering group</th>
<th>Head of the project</th>
<th>Project office</th>
<th>User</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.1</td>
<td>O</td>
<td>S</td>
<td>O</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>1.2</td>
<td>O</td>
<td>S</td>
<td>O</td>
<td>S</td>
</tr>
<tr>
<td>2</td>
<td>2.1</td>
<td>O</td>
<td>S</td>
<td>O</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>2.2</td>
<td>O</td>
<td>S</td>
<td>O</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>2.3</td>
<td>O</td>
<td>S</td>
<td>O</td>
<td>S</td>
</tr>
<tr>
<td>3</td>
<td>3.1</td>
<td>S</td>
<td>O</td>
<td>O</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>3.2</td>
<td>S</td>
<td>O</td>
<td>O</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>3.3</td>
<td>S</td>
<td>O</td>
<td>O</td>
<td>S</td>
</tr>
<tr>
<td>4</td>
<td>4.1</td>
<td>O</td>
<td>S</td>
<td>S</td>
<td>O</td>
</tr>
<tr>
<td></td>
<td>4.2</td>
<td>O</td>
<td>S</td>
<td>S</td>
<td>O</td>
</tr>
<tr>
<td></td>
<td>4.3</td>
<td>O</td>
<td>S</td>
<td>S</td>
<td>O</td>
</tr>
</tbody>
</table>

Legend:
- O  responsible – holder of responsibility
- S  co-responsible – shared (partially) responsibility
Good relationships were established between the permanent and project organisation, as the project was managed by a highly structured position of employment in the permanent organisation. Functional head had a direct influence on the members of the project group, which is usual, but all tasks are delegated via the Head of the project or his/her deputy or they are informed about that. Project organisation did not change in different stages of the project, nor changed government in the final stage of the project had any effects on the project.

3.7 PEOPLE

**Project team** was composed on the basis of identified roles for successful implementation of the project. Identified roles and appointment of a competent person were as follows:

- Head of the project: proposed by internal contracting authority,
- Secretary of the project: proposed by the contracting authority,
- Project coordinator: proposed by the Head of the project,
- System analysts: proposed by the Head of the project,
- ICT worker: proposed by the Head of the project,
- User: proposed by the coordinator of the project.
The table below lists members of the project team and their roles in the project.

<table>
<thead>
<tr>
<th>Name and surname</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mitja Kovačič</td>
<td>Head of the Project</td>
</tr>
<tr>
<td>Marija Gale</td>
<td>Secretary of the project</td>
</tr>
<tr>
<td>Boris Turičnik</td>
<td>Project coordinator</td>
</tr>
<tr>
<td>Tadea Vran Bertok</td>
<td>User</td>
</tr>
<tr>
<td>Tomaž Karner</td>
<td>ICT worker</td>
</tr>
<tr>
<td>Sandi Atelšek</td>
<td>ICT worker</td>
</tr>
<tr>
<td>Davor Panič</td>
<td>ICT worker</td>
</tr>
<tr>
<td>Jure Vodeb</td>
<td>System analyst</td>
</tr>
<tr>
<td>Helena Holy Klančar</td>
<td>System analyst</td>
</tr>
<tr>
<td>Tone Furlan</td>
<td>System analyst</td>
</tr>
</tbody>
</table>

Pursuant to the agreement between internal contracting authority and Head of the project, the contracting authority appointed all the members of the project team. Head of the project proposed members of the project team on the basis of personal knowledge of people and their experience and competences. Also their engagement in other tasks was taken into account and the share of engagement in the presented project was agreed. Project team was supported by external and internal contracting authority and their departments as well as the steering group, set up by the contracting authority for project programme ESS electronic services.

**Team work** took place within regular project meetings and on the basis of short-term allocation of duties. In most cases this resulted in successful realisation of tasks and we managed to keep a high level of motivation. Head of the project treated people as equal to him and as a model, he was a kind of mentor for members of the project group.

**Conflict** situations were resolved by talking and informal form of communication among those involved (mostly outside the organisation and never with formal records). In order to avoid conflict situations, there was permanent communication between the Head of
the project and project team and between the contracting authority and Head of the project.

3.8 INTERESTED PARTIES

**Analysis** of interested parties showed the following:

- **European Commission**
  European administration and public sector, interested in direct and indirect benefits for users and eligible use of project funds.

- **State institutions**
  State administration and public sector, interested in direct and indirect benefits for users and eligible use of project funds.

- **Contractors**
  ICT companies, interested in profitable implementation of project tasks, user satisfaction and reference for further cooperation with the contracting authority.

- **Users**
  Those who implement programmes of public works and ESS clerks, interested in decreasing mistakes in their work and shortening the time, required for their tasks.

- **ESS**
  It is interested in direct and indirect benefits for users and the reputation of the institution at the founder and on labour market.

Management of **interested external participants** is mostly oriented to external providers of solutions. There were no problems with users themselves, as they were mainly economic operators who were very interested in the introduction of the information system, which contributes to lower operating costs.

**Management of interested parties** consisted of planning and organisation of communication and tasks and management and, above all control of the performance of
activities by interested parties. Communication took place at the formal level with thoughtfully written emails, monthly project reports (project identity cards) and minutes of project meetings, containing conclusions and responsibilities.

**Supply**, supply of services and implementation of solutions took place in cooperation with competent departments (mostly within IT department and Public procurement department). Relationships with suppliers were formalised well on the basis of clearly agreed rights and obligations, laid down and signed in contracts. All contractual obligations were planned on the basis of a tender and functional specification and offer - pro forma invoice, and managed and controlled by the Head of the project. The contractor obtained a bank guarantee. However, there was no need to utilise the prescribed fines or bank guarantee during the implementation of the project.

**Contractual** relationships were managed by the Head of the project and Head of IT department. The activities in this field are very well planned, organised and managed; project and line management cooperate very well.

### 3.9 RISKS

**Risk management** consists of the analysis and management of the risk. The inability to deliver the results of the project in time and at reasonable price and quality would result in consequences which could not be repaired. Projects often fail because not enough attention is paid to problems, incurring during the implementation of most projects. If problems are anticipated in advance, it is possible to avoid them and management of costs, timetables and quality is often easier. Extensive, complex or new projects are very likely to be exposed to a high level of risk. The price of risk management may seem to be high, however, the price of failure to manage risks is even higher.
Risk occurs in two ways:

- as a direct result of new decisions or initiatives. Initiative may come from the inside (examples: new project, amendment of the existing project) or from the outside (example: amendments of legislation).
- as threats and vulnerabilities for continuous condition (example: safety of saved information).

The reasons of risk could be found in the accessibility of one or more of the following risk factors:

- supervision,
- Information,
- project resources (money, time, skills and equipment).

Too much or too little of any of those factors results in risks. Example: Lack of information means inability to make efficient decisions, too much information hinders efficient analysis.

Risk analysis was focused on identification and definition of risks. In order to be able to understand the importance of risks for a project, it is necessary to assess how likely they are to occur and what the consequences would be. This assessment may be limited to a qualitative description and in the majority of cases that is sufficient. Both alternatives, probability and consequence, were quantified, providing the basis for more detailed analysis.

The process of risk analysis involves three activities:

- identification of the risk – drafting a list of all potential risks in the project,
- risk assessment – to define the importance of risk on the basis of assessing the probability and consequences of the risk for the project,
- evaluation of the risk - decision whether the level of each risk is (un)acceptable. In case of unacceptability it has to be decided how to act to make it more acceptable.
A simple result of risk analysis was shown in a table which shows the risks for the project and assessment thereof.

<table>
<thead>
<tr>
<th>Form of risk</th>
<th>Risk</th>
<th>Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business risk</td>
<td>Amendments of measures, guidelines of European bodies (termination of contract). Contracting authority does not accept the project (different management) User requirements and / or business objectives will not be met.</td>
<td>Very low</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low</td>
</tr>
<tr>
<td>Project risks</td>
<td>Time schedule risks: - Wrong estimated duration of activities on critical path.</td>
<td>Low</td>
</tr>
<tr>
<td>Financial risks: - Wrong assessment of the costs of human resources. - Insufficient own financial resources.</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>Human resource risks: - New organisation of work is not accepted. - Internal human resources are not provided. - Bad selection and unreliable external human resources. - No interest or motivation for the introduction of learning knowledge base. - Poor attendance of training.</td>
<td>Low Medium Medium Medium Medium</td>
<td></td>
</tr>
</tbody>
</table>

Legend with consequences:

- Very low  no consequences, acceptable risk, no measures
- Low      negligible consequences, acceptable risk, measures if needed
- Medium   increased costs of the project, acceptable risk, meas. essential
- High     increased costs of the project and longer time required for the completion, unacceptable risk, measures essential
- Very high catastrophe, unacceptable risk, measures essential

Project is successful if the management of the project controls and manages the risks which may occur. In case of projects whose progress of work is difficult to predict, very often unusual factors, causing the risk, have to be anticipated.
Risk management is similar to the management of any other situation. It requires objectives, plans, resources, supervision and monitoring. It is important that people do not perceive risk management as a separate responsibility of the head of the project but as a part, completely integrated in their regular tasks and duties.

It has happened during the stage of risk management that it was not possible to find a reasonable solution which would lead to an acceptable level of risk. If we want the project to continue, we have prepared an alternative plan, obtain approval for the project to be continued and then monitor the situation during the entire implementation of the project.

The process of risk management includes four main activities:

- **planning** – identification of a suitable response to each risk; development of a detailed activity plan; confirmation that it is correct and objectives and approval by the management. This activity was implemented in parallel with risk evaluation (analysis stage).

- **provision of resources** – identification and defining of people and other resources (money or equipment), required for the implementation; approval of plan feasibility and provision of everything, required for the implementation of the plan.

- **supervision** – making sure that all planned activities are carried out; care about resolution of all conflicts, arising from the allocation of resources.

- **monitoring** – making sure that the implementation of the plan has a desired effect on identified risks.

### 3.10 INFORMATION SYSTEM

Internal project information system is supported by application »Microsoft Project 2003« and by application for the support of office operations »Delovodnik«.

**Management of information** included creation, collecting, saving and retrieving information. Safety and protection of information were ensured by formalising the
protocol of the exchange of information, which allowed for the right information at the right time to all participating interested parties. Basic principles of safety and protection were taken into account, defining confidentiality, integrity and accessibility of project system information.

**Documentation** included all data and information, acquired during the life cycle of the project, and particularly those, referring to the configuration of the project and project management. In setting up documentation system we defined in detail the types – groups of documents and key documents were recorded in application »Delovodnik« in the form of meta data.

Figure below shows basic structure – folders of collecting and storing project documentation.

Folder **management of the project** is a management folder where all documentation for the preparation and start-up of the project, staff documentation and financial documentation of the project was stored.
Among others, folder **Results of the project** included all technical and implementation documentation, created during planning and development and introduction of individual solutions (under life cycle of e-Services development).

Project documentation related to reporting was stored in folder **Project reports**. It included monthly and periodic reports on the progress of the project, final report and various financial report.

The methodology itself prescribes the implementation of the project. One are stages and activities and documentation, made for planning and development and introduction of ICT solutions (ESS electronic services), the other is the documentation of events incurred (accounting financial documentation), justifying utilisation of planned and agreed resources - direct costs of the project.

Reporting is agreed in accordance with contracts and also with methodology. In technical sense realisation is monitored by monthly identity cards of the project where the share of realisation of individual stages and activities and total cost of the project are monitored. Sponsors are sent periodic reports and final report. Direct costs of the project are monitored on agreed areas within which items – accounts are anticipated with the associated agreed maximum costs.

In documenting project work there was not enough engagement in drafting the documentation of quality. Quality management itself was carried out by external contractors (together for several projects within e-administration).

### 3.11 PROJECT MANAGEMENT

At the ESS we were faced with project approach for the first time in 2002. We had participated in drafting strategy e-Administration 2000 – 2004, which already included some electronic services that ESS had to implement in order to enhance accessibility of public services. We decided then that project approach is the only right approach for the
implementation of electronic services. We also agreed on two target groups of users – job seekers on one side and employers on the other. We were looking for the right project methodology in the direction of the methodology of managing ICT projects, as the IT department has always been the promoter of project approach and implemented it.

For that purpose we have studied and tried some ICT project methodologies:

1. Methodology of managing IT projects in public administration
2. Methodology of classical life cycle of system development
3. Methodology of prototype development and rapid development of applications
4. PRINCE-2 methodology

The result of these studies and, above all, several years of experience, is our own ICT project methodology which is not an organisational regulation or document.

**Own methodology: life cycle of the development of e-Services**

Focus on the user assumes continuous process of improving ESS e-services and adjustment to users (continuous process of adjustments and improvements, oriented to higher user satisfaction). The development of e-Service services has to take into account also IT project life cycle, which is the life cycle of computer applications (from the idea and planning to development and purchase to at least 5-year operation and maintenance) and thus also information systems themselves. It consists of individual stages which may be the following:

1. planning the service,
2. creation – implementation of the service,
3. introduction of the service, and
4. operation – maintenance of the service.
The project itself is completed after successful completion of the first three stages and evaluation by users within the period from three to not more than six months of the fourth stage duration.

The figure below shows life cycle of ICT solution implementation.

Thus the project received one of the completion statuses such as:

- **successful project,**

  Successful project is a project which has:
  - achieved the planned project results with the planned project resources within the planned time schedule,
  - the planned project results (services) have ensured the planned direct and indirect benefits for the contracting authority and the user,
  - been successfully evaluated by users, administrators and other interested public.

- **partly successful project**

  Partly successful project is a project which has:
  - achieved the planned project results with the planned project resources and the duration was by 30% longer than the planned time schedule,
• achieved the planned project results and the planned project resources were by less than 30% higher within the planned time schedule,
• the planned project results (services) have partly ensured the planned direct and indirect benefits for the contracting authority and the user,
• been successfully evaluated by users, administrators and other interested public.

• unsuccessful project.

Unsuccessful project is a project which has:
• partly achieved the planned project results with the planned project resources and the duration was by more than 30% longer than the planned time schedule,
• partly achieved the planned project results and the planned project resources were by more than 30% higher within the planned time schedule,
• the planned project results (services) poorly or not at all ensured the planned direct and indirect benefits for the contracting authority and the user,
• not been successfully evaluated by users, administrators and other interested public.

Project is thus completed and on the basis of status – assessment activities may continue within a new project (unsuccessful project). When the project has been completed, resources (technical, human and financial) have to be ensured for at least 5-year operation of the system. Feasibility study itself or project establishment document have to include the assessment of these resources. Minimum project documentation, provided for in our own methodology, consisted of several documents, presented in the Enclosure.
**Project manager** is responsible for successful conclusion of the project. Project manager has quite high direct and also indirect (via line management and management of the organisation) powers for the implementation of project results.

**Portfolio management** took place indirectly through project programme management and on the basis of the project manager position in the hierarchical organisational structure. Basic management tasks observes certain quality standards in planning, management and control as ESS has obtained ISO 9001 quality standard.
4. CONCLUSION OF THE PROJECT

4.1 PRESENTATION OF THE PROJECT RESULTS

Most of the results (products) of the project are web services and applications, joined in an electronic portal for job seekers, aimed at the provision of ESS services in an electronic way (Internet). Users of services, results of the project are ESS clients (natural persons) who are job seekers or registered unemployed persons. This means that Objective 1 and Objective 2 were achieved completely.

The figures below show the electronic portal for job seekers.
Prior to the creation of the electronic portal for job seekers architecture was made, which was the basis for the creation of the portal. Planning and development of infrastructure itself required a lot of project resources, so it can be considered as an independent result or results of the project. The architecture was the foundation for the achievement of all three objectives.

The figure below shows the architecture of electronic portal for job seekers.

The principles of service oriented architectures and reuse of solutions were of key importance in planning and development of architecture and infrastructure solutions. In this way weak coupling of the elements of information solutions was achieved, which means easier maintenance of existing and cheaper development of new applications – services of electronic operations.

Within the project ESS website was renovated and made it easier for visually impaired to access the web contents. International standard, »WCAG« recommendations and other good practice were taken into account in planning and development of renovation. This means that Objective 3 was achieved completely.
The figure below shows the Employment Service of Slovenia website

Results of the project are presented more extensively in the Enclosure to the Report.

4.2 REPORT ON THE HANOVER OF THE PROJECT

The project has been handed over in two fields:

1. **Content**
   Coordinator of the project – member of the project team and some other members of the project in parent organisation (line structure) belong to the Department for employment programmes which has become the owner of the information system and holder of all further activities in terms of content.

2. **Technical field**
Takeover of project solutions to be implemented and maintained and technical management to colleagues in competent departments took place in a very soft way and promptly. Technical documentation, prepared by external contracts, of the right scope and quality, aims at technical, ICT public as well as other expert public.

**Handover record with final report will be drafted in March 2011 when financing by sponsors finishes and project solutions are implemented.**

Project documentation, made during the implementation, is kept in the project office. In the future also project documentation will be a source for project management learning knowledge base. Project management documentation which was being compiled in the project office of the project itself, has not been collected at a single place or submitted to the contracting authority as the contracting authority does not require that. By recording documentation in application Delovodnik it would be possible to subsequently collect other information on project management itself.

External contracting authority required informing during the implementation of the project and periodic and final information and presentation at the conclusion of the project. Representatives of external contracting authority and project partners attended meetings at some control points and they were informed about the activities.

**4.3 SUCCESS OF THE PROJECT**

Effects of the projects and thus actual benefits which can not be assessed yet, are assessed after at least 6-month observation of functioning and application of implemented solutions, electronic services for job seekers. After the period of monitoring finishes, not later than at the end of 2011

- project implementation is assessed, and
- the benefits of project solutions are measured.
Evaluation within the project took place in two stages of the project in the same way:

- **Evaluation in the time of system analysis**
  Workshops and focus groups for ESS advisers were organised when the specification of requirements for web application was being prepared. We presented web services for job seekers and unemployed persons, developed in the project, their opinions and expectations were collected and included in the final system analysis. Opinions and proposals of the ESS advisers, who are an active partner in the management of the project, were found out by the analysis. When the project was still in the initial stage, it was disseminated to ESS employees who are also users of the service.

- **Evaluation in the time of preparing a prototype**
  A prototype of web applications was prepared, they were tested by at least 5 ESS advisers and 5 unemployed persons (the group was very heterogeneous by age, education, computer knowledge, etc.). By means of testing representatives of future users of web application we found out whether the prototype of web application meets the needs of ESS advisers and unemployed persons. The following was tested:
    - **utility of web application** to find out whether the web application serves the needs of our users, and
    - **usability of web application** to find out how successfully the users can use the functioning of the system, whether it is easy to use, etc.

The prototype of web applications will be supplemented on the basis of the analysis of testing and users' opinions.

Newly created services in the Business Service Bus and the services in the existing ESS information system were coded by the selection of most advanced web and programming technologies and tools. Standards of the structure of data recording (HR-XML standard) for the exchange in European information space were taken into account. Web services were tested by participants in the project.
• **Evaluation after the introduction of web portal for job seekers**

In the final stage products in the project were tested in different ways:

- A survey on the usability of web application was conducted among test users of the new services (at least 20 ESS advisers and 20 unemployed persons/job seekers tested it).
- The entire circle of connections between web portal for job seekers, web services and ESS information system were checked in the test environment.
- The functionalities, which allow for the usability and accessibility for persons with special needs, were tested separately.

When all testing had been completed, web application and web services and adaptation of the website for persons with special needs were evaluated. The final version of the web portal and aids will be prepared on the basis of that evaluation.

In case the project does not meet the planned benefits, reasons will be found out and further activities proposed. Minor deviations are eliminated already during the monitoring, while major deviations are eliminated by upgrades, also as new projects.

### 4.4 RECOMMENDATION FOR NEXT PROJECTS

In big companies and in state administration project management is indispensable. However, in small and medium-sized companies the advantages of this process are not clear yet. In addition, the price of introducing project management is not known either. Each company strives for better competitiveness on both, local and global markets. The question is: How should project management be introduced and implemented?

Organisation with more than 900 employees, where 150 workers deal with planning and development, must apply project management. Some projects, implemented by the IT department, already apply the methodology, recommended by project management. Today it has become necessary to introduce project management in the entire
organisation as the nature of sponsor’s (mostly the European Commission) work requires and prescribes such way of work. Prior to the introduction of project management a project office is being introduced, which has to be involved in the introduction of project management. Regulation – rules of procedure of project management has to be drafted, upgraded with rules for each portfolio of projects.

Organisation is still completely hierarchical (line) and the introduction of project management has to be accompanied with a soft transition from matrix organisation to future project organisation. Taking the above into consideration, the author proposes methodology of project approach for individual project portfolios. Methodology for ICT portfolio is a kind of own methodology, based on established ICT methodologies (Prince2, SDLC, Prototype, RAD). The right methodology is the one which is applied in the organisation.

At the same time the project office has to record all the project management practice in the information system and a kind of project knowledge base. All authorised users with different project roles must have access to this data.
PROJECT PARTNERS

The Project, which belongs to EU programme PROGRESS for employment and social security (2007-2013) was implemented and realised in cooperation with project sponsors (providers of funds for the project), project partners (exchange of experience and good practice) and those, who carried out project solutions.

Project sponsors:

![EUROPEAN COMMISSION](image)

**EUROPEAN COMMISSION**
Employment, Social Affairs and Equal Opportunities DG

![REPUBLIC OF SLOVENIA](image)

**REPUBLIC OF SLOVENIA**
Ministry of Labour, Family and Social Affairs

![Employment Service of Slovenia](image)

Employment Service of Slovenia

Project partners:

![CENTRUM VOOR WERK EN INKOMEN](image)

**CENTRUM VOOR WERK EN INKOMEN**
the Netherlands

![NATIONAL EMPLOYMENT AGENCY](image)

**NATIONAL EMPLOYMENT AGENCY**
Bulgaria
Project solutions were carried out by the following external entities:

- **MIKROCOP**, Informacijski inženiring in storitve, d.o.o.
- **NOVA VIZIJA**, Informacijski inženiring in svetovanje, d.d.
- **RENDERSPACE**, Agency for interactive services
- **Irena Koren**, Design of visual communications
- **DAC** d.o.o., Management of computer devices and systems

Project solutions were carried out by the following internal entities:

- Employment Service of Slovenia
- Centre for project activities and services
- SIS-JS project group
- Department of Employment
- IT Department
- Other departments of the Employment Service of Slovenia
The following persons participated in drafting this Report:

Mitja Kovačič, author
Tadea Vran Bertok, author of Chapter 4.3
Marija Gale, arrangement of proofreading and translation

Employment Service of Slovenia shall be held responsible for the content which does not necessarily reflect the positions and opinions of the European Commission.